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IRAQ ADMINISTRATIVE REFORM PROJECT

QUARTERLY REPORT I OCTOBER – 31 DECEMBER, 2012

FIRST QUARTER – FY 2013

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IRAQ ADMINISTRATIVE REFORM PROJECT QUARTERLY REPORT 1 OCTOBER – 31 DECEMBER, 2012

Contracted: AID-267-C-11-0005
Iraq Administrative Reform Project



600 Water Street, SW, Washington, DC 20024, USA
Tel: +1.202.484.7170 | Fax: +1.202.488.0754
www.msiworldwide.com

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ACRONYMS

AD	Administrative Decentralization Component
BPA	Business Process Analysis
BPP	Bureau of Public Policy (Presidency Office - Iraq)
CBO	Capacity Building Office (USAID)
CoM	Council of Ministers
COMSEC	Council of Ministers' Secretariat
CoI	Commission of Integrity
COR	Contracting Officer's Representative/USAID
CoR	Council of Representatives
CoS	Chief of Staff
CSR	Civil Service Reform Component
DfID	Department for International Development (UK)
DG	Director General
DPMO	Deputy Prime Minister Office
ECB	Education Capacity Building Initiative
FCSC	Federal Civil Service Commission
FCSI	Federal Civil Service Institute
GO	Governor's Office
GZ	Green Zone (See IZ)
GoI	Government of Iraq
GSP	Governance Support Project (USAID)
HC	High Committee for Civil Service Reform
HR	Human Resources
HRD	Human Resources Division
HRM	Human Resources Management
HRMIS	Human Resources Management Information System
IDMS	Iraq Development Management System
INMS	Iraqi National Monitoring System
ISRAR	Iraq Solutions for Regulatory and Administrative Reform
IZ	International Zone (See GZ)
MoA	Ministry of Agriculture
MoC	Ministry of Communications
MoCH	Ministry of Construction & Housing
MoCu	Ministry of Culture
MoD	Ministry of Defense
MoE	Ministry of Electricity
MoEd	Ministry of Education
MoEn	Ministry of Environment
MoF	Ministry of Finance
MoFA	Ministry of Foreign Affairs
MoH	Ministry of Health
MoHE	Ministry of Higher Education
MoHR	Ministry of Human Rights
MoI	Ministry of Interior
MoIM	Ministry of Industry & Minerals
MoJ	Ministry of Justice
MoLSA	Ministry of Labor & Social Affairs
MoMD	Ministry of Migration & Displaced
MoMPW	Ministry of Municipalities & Public Works
MoO	Ministry of Oil
MoP	Ministry of Planning
MoSPA	Minister of State for Provincial Affairs
MoSWA	Minister of State for Women's Affairs
MoST	Ministry of Science & Technology

MoT	Ministry of Trade
MoTA	Ministry of Tourism & Antiquities
MoTr	Ministry of Transport
MoU	Memorandum of Understanding
MoWR	Ministry of Water Resources
MoYS	Ministry of Youth & Sport
MSI	Management Systems International
NCCIT	National Center for Consultancy and Information Technology
NDP	National Development Plan
NGO	Non-Governmental Organization
NIC	National Investment Commission
NPM	National Policy Management Component
OD	Organizational Development
OPD	Office of Policy Development (Prime Minister's Office - Iraq)
PAR	Public Administrative Reform Committee (See PSM)
PC	Provincial Council
PCSC	Provincial Civil Service Commission
PMI	Project Management Institute
PMAC	Prime Minister's Advisory Council
PMO	Prime Minister's Office
PSM	Public Sector Management Committee (See PAR)
RFP	Request for Proposal
RG	Regulatory Guillotine™
SAB	Supreme Audit Board
SES	Senior Executive Service
SIDA	Swedish International Development Agency
SoW	Scope of Work
SOP	Standard Operating Procedures
TA	Technical Assistance
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
WB	World Bank

EXECUTIVE SUMMARY

Signature breakthrough events this quarter include:

- **Iraq Government Pledges USD\$340 Billion at National Development Conference.** A major conference was held in Erbil to consolidate the draft of the second National Development Plan for 2013-2017. Hosted by the Ministry of Planning, in collaboration with USAID and UNDP, the event was attended by over 350 delegates, including the Deputy Prime Minister and Deputy Minister of Planning. The conference engaged delegates on the sustainable development of several sectors considered critical to the long-term objectives of the Government of Iraq. The Ministry of Planning will use the findings to complete the five-year plan, expected to be published early this year. The government pledged to invest USD\$340 billion on the sectors of agriculture (\$46 billion), industry and energy (\$129.5 billion), transportation and communications (\$31 billion), construction and infrastructure (\$97 billion), and education (\$36.5 billion).
- **ISRAR Introduces Economic Reforms.** The Iraq Solutions for Regulatory and Administrative Reform (ISRAR) initiative presented the first package of economic reforms for business start-up, construction permits and import-export licensing at a conference in Baghdad. Held under the auspices of the Prime Minister, in cooperation with the University of Al-Nahrain, 140 delegates attended, including the Prime Minister's Chief of Staff and the head of the political bloc of Nouri Al-Maliki. ISRAR developed 106 recommendations to simplify regulations. The Council of Ministers scheduled a special meeting to take up the recommendations. Mostly approved by the participating ministries, these recommendations will move Iraq from the 165th to 9th place on World Bank's Ease of Doing Business Ranking, and pump \$1 billion of savings into the private sector and economy over the next five years.
- **Ministries Sign MoUs and Cooperation Roadmap.** USAID-Tarabot facilitated the signing of three memoranda of understanding (MoU), between the Government of Iraq and the US, representing a commitment to administrative reform. MoUs related to administrative decentralization were signed between USAID and the Ministries of Migration and Displaced, Transportation, and Municipalities and Public Works. USAID also signed a Cooperation Roadmap, similar to a MoU, with the Ministry of Labor and Social Affairs, setting the scope for collaboration and USAID-Tarabot to provide technical assistance. The signing of these MoUs clears the way for the participating ministries to receive special development cost-share funds from the Ministry of Finance.
- **Quality Conference.** USAID-Tarabot and the Central Organization for Standardization and Quality Control co-hosted the Second National Conference on Quality Management. Attended by over 400 delegates, the conference introduced a new vision of quality management. The two-day event provided a forum to discuss the comprehensive roadmap, developed in coordination with the government, which will guide improvements to the efficiency and quality of service delivery in Iraq. Since the First Quality Conference, supported by USAID-Tatweer two years ago, this conference showed evidence of a successful transformation and wide commitment to basic quality systems introduction.

- **Graduating to the Future.** Thirty-eight government officials graduated from the Public Policy Development and Implementation Program at a ceremony held under the auspices of the Prime Minister. The Chief of Staff of the Prime Minister's Office, Chairman of the Prime Minister's Advisory Council, and USAID Deputy Assistant Administrator for the Middle East addressed the graduates. This group of officials now form Iraq's core of expertise in modern policy development systems; approaches that stress fact-based policy development, international and regional research, and broad national stakeholder participation.
- **Transforming HR Management Functions in the Ministries and Provinces.** USAID-*Tarabot* advisors have worked to restructure the human resources divisions in 10 important ministries and 12 provinces. They helped establish a majority of the six sections in the ministries and provinces, approved by the Council of Ministers' Secretariat, and are working to implement the remainder. The ministries are now performing their own manpower and training needs assessments, and developing annual training plans on this basis. They are linking new processes of hiring and promoting to the policies of merit-based, equal opportunity, regardless of sectarian affiliation, personal connections, or even gender.

Structure of the Quarterly Report

The report closely follows the requirements in the contract scope of work. For each component, we present three sections:

1. Highlights of the quarter's achievements
2. Plans for the next quarter
3. Accounting for this quarter's work plan activities and progress toward achieving the PMP deliverable targets, most of which are annual targets

We also present general project administrative information regarding security, staffing, facilities, and logistics.

COMPONENT I: CIVIL SERVICE REFORM

Section One: Highlights

During this quarter, the Civil Service Reform (CSR) team continued to assist Iraqi government institutions on civil service legal reform, institutional development and human resources management. They worked closely with High Committee (HC) to coordinate reform activities and assisted in the design of capacity development programs for civil servants. The team also assisted the HC with its work with Shura Council, helping review the proposed structure of the Senior Executive Service (SES) in the draft civil service law.

The team finalized a strategic plan to establish a Federal Civil Service Commission (FCSC). The plan calls for a quick start-up with immediate technical assistance to be provided to the FCSC's chairperson and commissioners. The team finalized job descriptions for the 166 non-managerial positions of the FCSC, and completed the mandate, functions and organizational structure of the Federal Civil Service Institute (FCSI) as well as an implementation plan. The institute is set to strengthen and unify the civil service training system across the Government of Iraq.

The CSR team continued to assist ten ministries and five provinces to modernize Human Resource Divisions (HRD), and build the capacity of their staff. They conducted workshops with HR managers and staff on the implementation of new HR business processes, and involved them in role-playing exercises on performance appraisal and work planning and review. For many participants, the concept of interactive learning was a new experience, reinforcing the theory acquired during the workshops.

As part of a comprehensive civil service training system, CSR advisers provided technical assistance to establish and strengthen the training and development (T&D) sections in the HRDs in ministries and provinces. They delivered training needs analysis workshops to T&D staff in three ministries, and the Baghdad Governorate, using questionnaires and interviews to analyze performance issues and to assess training needs. They also delivered on the job technical assistance for training needs analysis implementation in four ministries. The T&D sections will provide civil servants with the knowledge and skills needed to enhance the quality of public service delivery.

The CSR team assisted the governorates to strengthen their civil service system, within the framework of administrative decentralization. They supported them to structure their HR sections according to the approved model, including the development of a Human Resources Management Information System (HRMIS). The CSR team also assisted the Baghdad and Babil Governorates to assess the hardware and IT infrastructure of the Governorate HQ and district offices, in order to facilitate the planning and design of a comprehensive HRMIS.

Section Two: Next Quarter

The CSR team will continue to work with the CSR High Committee and COMSEC on all aspects of civil service reform, with a focus on the development of HRDs and the HRMIS. It will also assist the government on budgetary reform, which has an interdependence and strong impact over civil service reform. The High Committee will receive assistance from CSR advisors to draft a list of implementing regulations based on the FCSC law, which will help translate the new law into action. It will follow up with the government on the appointment of FCSC commissioners, which is expected soon, and help establish the FCSC and FCSI.

The team will continue to focus its efforts on the implementation of modern human resources management systems and processes in 10 ministries and five provinces, as part of building and decentralizing the civil service in Iraq. It will organize targeted capacity development interventions to introduce modern HR systems and work processes, in ministerial and provincial HRDs. The team

will also assist these pilot ministries and provinces, on the establishment of a HRMIS, as mandated by the government.

Section Three: Work Plan Activities and Performance Indicators

1st Quarter (October – December) FY 2013 Work Plan Activities

Work Plan ID	Activity/ Task Name	Progress
Budget Reform		
I	Work with the Budget Reform High Committee (BRHC) on Public Finance Management (PFM) reform and Fiscal Federalism as per the Executive Order #88 of 2012	
A	Work with COMSEC, MoF, and other stakeholders on establishing the Budget Reform High Committee and issuing the legal tool for its membership, functions, and mandate	Budget Reform High Committee according to Executive Order #88 for 2012. Committee members, mandate, and functions have been defined in this Executive Order
2	Provide Technical Support to BRHC on designing and drafting legal and regulatory framework for budget and PFM system in order to streamline, strengthen and harmonize the PFM legislation in Iraq	
A	No Activity this Quarter	No Activity this Quarter
3	Prepare policy paper addressing PFM and public budgeting system in Iraq based on a holistic approach particularly regards the link to civil service reform	
A	No Activity this Quarter	No Activity this Quarter
4	Conduct workshops for the Ministry of Finance for the implementation of the new budgeting system on a pilot basis	
A	No Activity this Quarter	No Activity this Quarter
Work with HC and PSM		
5	Work with the Civil Service Reform High Committee (HC) on all aspects of the civil service reform and HRM	
A	Prepare, discuss, and present HC work plan and follow up on its implementation	On-going discussions continues with Gol on HC work plan and its implementation
B	Participate in monthly meeting of the HC to follow up on the implementation of CSR in ministries and provinces	The HC continues to act as a temporary Civil Service Commission through implementation of the civil service reform, coordinating with ministries in establishing a Human Resource Division and reporting implementation progress to COMSEC periodically
C	Lead the HC coordination with donors on civil service reform	High Committee continued to meet during this quarter with donors on civil service reform
Civil Service Legal Reform		
6	Provide Technical Support to the HC in drafting legal framework for Federal Civil Service Institute (FCSI)	
A	Prepare and present legal frameworks for FCSI to the HC and stakeholders for consultation	First draft of the FCSI formulated
7	Provide Technical Support to the HC in identifying rules, regulations to be drafted under the Federal Civil Service Law (assuming enactment of FCSL)	
A	No Activity this Quarter	No Activity this Quarter
8	Provide Technical Support to the HC in establishing rules, regulations, and procedures for implementation of Federal Civil Service Commission Law (assuming appointment of FCSC)	
A	No Activity this Quarter	No Activity this Quarter

Human Resources Management		
9	Establish and operationalize Human Resources Departments (HRDs) in five new target ministries	
A	Perform initial assessment of HR policies, systems, and procedures in five new ministries to continue the structuring and organization of their HRDs and group all HR functions under the HRD	Initial assessments completed in 9 ministries (MoF, MoIM, MoP, MoCu, MoHEd, MoH, MoA, MoO, and MoEd)
10	Introduce HR manual into five new target ministries	
A	Conduct two workshops for HRD managers and staff in ministries on standard procedures for two HR functions	Two workshops conducted on December 03 and December 10, 2012. 34 Gol officials participated representing 10 ministries (MoO, MoMPW, MoIM, MoHE, MoH, MoE, MoA, MoC, MoP and COMSEC) attended the workshops on "Work Planning & Review" and "Performance Appraisal"
11	Introduce standard job descriptions for HRD managers and staff in five old target ministries	
A	Present to five ministries standard job descriptions for managers and staff in six HRD sections	52 draft job descriptions for HRD managers and staff given to HR managers in 10 ministries (MoO, MoMPW, MoIM, MoHE, MoH, MoE, MoA, MoC, MoP and COMSEC)
12	Present to five ministries standard job descriptions for managers and staff in six HRD sections	
A	Have one meeting to establish contact with Baghdad University, the Ministry of Higher Education, and COMSEC representatives to introduce the program and obtain buy-in for the program	Preparatory work completed however meeting was delayed
13	Develop and introduce new and improved HR processes into five old target ministries and three old target provinces	
A	Develop and present improved performance appraisal process	Two workshops conducted on December 04 and December 11, 2012 introducing the Performance Appraisal Process. 56 Gol officials participated representing 9 ministries (MoO, MoMPW, MoIM, MoHE, MoH, MoF, MoA, MoC, and MoP) and 4 provinces (Babil, Baghdad, Basrah and Kirkuk)
14	Develop and introduce improved job description process into 10 ministries	
A	Develop improved job description process	Job Description Process developed and approved by CSR High Committee for introduction in 10 ministries
15	Develop the understanding by HRD managers and key staff in ten ministries of the application of best practice in HRM	
A	Assess the needs for, and benefits of exposure to best practice in HRM and produce report	Assessment completed and report proposing study tours has been developed
16	Establish and operationalize Human Resources Departments (HRDs) in two new provinces	
A	Perform initial assessment of HR policies, systems, and procedures in two new provinces to continue the structuring and organization of their HRDs and group all HR functions under the HRD	Initial assessments completed in Babil and Baghdad GOs

17	Introduce HR manual into two new provinces	
A	Conduct two workshops for HRD managers and staff in provinces on standard procedures for two HR functions	Two workshops conducted on December 03 and December 10, 2012. 17 Gol officials participated representing 4 provinces (Babil, Baghdad, Basrah and Kirkuk) attended the workshops on "Work Planning & Review" and "Performance Appraisal"
18	Introduce standard job descriptions for HRD managers and staff in three old target provinces	
A	Present to three provinces standard job descriptions for managers and staff in six HRD sections	52 draft job descriptions for HRD managers and staff given to HR managers for Baghdad, Basrah and Ninawa
19	Develop the understanding by HRD managers and key staff in three old target provinces of the application of best practice in HRM	
A	Assess the needs for, and benefits of, exposure to best practice in HRM and produce report	Assessment completed and report proposing study tours has been developed
20	Develop and introduce improved job description process into three old target provinces	
A	Develop improved job description process	Job description process developed and approved by CSR High Committee for introduction for Baghdad, Basrah and Ninawa
21	Develop business process for 14 HR processes	
A	Develop business processes for: job analysis and job description, recruitment and selection, performance management, and appraisal	Business processes completed for job analysis and job description, recruitment and selection, performance management, and appraisal
22	Develop proposal for upgrading HR divisions to departments according to the Draft Civil Service Law	
A	Review and assess the HR division organizational structure and functions based on experience and the draft civil service law and produce report	Report completed proposing changes to HR divisions and upgrading to HRD
23	Operationalize Training and Development sections as part of the HRDs and strengthen their training capacity in five ministries	
A	Present organizational structure for the Training and Development sections, functions, and job descriptions to five ministries	One workshop conducted on December 16, 2012. 19 Gol officials participated representing 3 ministries (MoA, MoC, and MoP) and Baghdad GO attended the workshop introducing the functions, structure and main responsibilities of the Training and Development Sections. T&D Section job descriptions were distributed to 15 HR Divisions (10 Ministries and 3 Provinces)
B	Present Training Needs Analysis (TNA) in five ministries	Three workshops conducted on November 19, 20 and December 05, 2012. 14 Gol officials participated representing 3 ministries (MoA, MoC, and MoP) attended the workshops on Training Needs Analysis

Federal Civil Service Commission (FCSC)		
24	Establish and operationalize Federal Civil Service Commission (assuming appointment of FCSC Commissioners)	
A	Prepare job descriptions for the non-managerial positions of FCSC	Job descriptions for 116 non-managerial positions for FCSC have been drafted by USAID-Tarabot CSR team. Job descriptions have been drafted according to the organization structure, duties and responsibilities of FCSC's six departments and their divisions and units
Federal Civil Service Institute (FCSI)		
25	Establish the Federal Civil Service Institute (FCSI) (assuming approval of FCSI law)	
A	Assist in defining mandate, function, structure, and ToR of FCSI's divisions/units	USAID-Tarabot CSR team finalized & submitted a document, defining mandate, function, structure and ToR of FCSI's divisions/ units
B	Draft an implementation plan for establishing and operationalizing FCSI	USAID-Tarabot CSR team drafted an implementation plan for establishing and operationalizing FCSI
Senior Executive Service (SES) Department		
26	Establish a Senior Executive Service (SES) Department in COMSEC	
A	No Activity this Quarter	No Activity this Quarter
Human Resources Management Information System		
27	Support to establish and develop hardware and software systems with effective operational protocols in three pilot ministries and two provinces	
A	Conduct hardware gap analysis for pilot ministries and two provinces	Completed for Babil GO. Still in progress for Basrah GO. On a ministerial level, COMSEC has not identified pilot ministries
B	Verify and report on the availability of hardware, personal computers, and scanners	Completed for Babil GO. Still in progress for Basrah GO
C	Prepare procurement plans for the identified hardware needs	The Government of Iraq has not yet started preparing procurement plans
D	Set up a task force in each target ministry and province to tackle the specification and procurement of needed hardware	Taskforce established for Babil and Basrah GOs. Once COMSEC identifies pilot ministries, USAID-Tarabot NPM team will work with the pilot ministries in establishing a taskforce
28	Establish sustainable personnel data systems in three target ministries and two provinces	
A	Evaluate personnel information data file availability, quality, and format in three target ministries and two provinces	In progress for Babil and Basrah GO
B	Assess transactional data file (leaves, training, promotion, and recruitment) availability, quality, and format in three target ministries and two provinces	In progress for Babil and Basrah GO

1st Quarter (October – December) FY 2013 Performance Indicator Table

Sub-IR 1.1: Comprehensive Civil Service Legislation Enacted				
Indicator #	Indicator Name	FY 2012 Ending Totals	Qtr I FY 2013 (Oct-Dec) 2012	Status
I.1.1	Milestones to Federal Civil Service Law achieved	I	I	Completed at the end of 2012
I.1.2	Introduction of draft Federal Civil Service Law to Council of Representatives	N/A	N/A	Observations from the Shura Council were affirmed and resubmitted for further review. Once completed, the Shura Council will send the final draft to the CoR

Sub-IR 1.2: Federal Civil Service Commission Fully Operational				
Indicator #	Indicator Name	FY 2012 Ending Totals	Qtr I FY 2013 (Oct-Dec) 2012	Status
I.2.1	Number of curricula offered by Civil Service Institute	N/A	N/A	Federal Civil Service Institute (FCSI) is yet to be established
I.2.2	Number of Government of Iraq staff trained on Human Resources development processes and Human Resources Management Information System	440	64	32 male and 32 Female distributed on (MoP, MoO, MMPW, MoIM, MoHE, MoH, MoF, MoC, MoA and COMSEC) and (Baghdad , Basrah and Babil Governorate Offices)
I.2.3	Number of functions implemented by Federal Civil Service Commission	N/A	N/A	Federal Civil Service Commission (FCSC) is yet to be established
I.2.4	Number of Human Resources Departments with functioning Human Resources Management Information System	N/A	N/A	The hardware and software assessment in Babil governorate has been completed. ToR and RFQ have been drafted as a prerequisite for establishing HRMIS

Sub-IR 1.3: Provincial Civil Service Commissions Established and Functioning				
Indicator #	Indicator Name	FY 2012 Ending Totals	Qtr I FY 2013 (Oct-Dec) 2012	Status
I.3.1	Number of Provincial Civil Service Commissions established	N/A	N/A	Although framework, mandate, functions and structure for establishing Provincial Civil Service Commissions (PCSCs) were presented to provincial authorities in two pilot provinces (Babil and Basrah), PCSCs are not yet established due to political reasons
I.3.2	Number of functions implemented by the Provincial Civil Service Commission	N/A	N/A	Provincial Civil Service Commissions are yet to be established

USAID Standard Indicators (F-Indicators)				
Indicator #	Indicator Name	FY 2012 Ending Totals	Qtr 1 FY 2013 (Oct-Dec) 2012	Status
F 1.1	# of USAID-supported public sessions held regarding proposed changes to the country's legal framework	62	13	
F 1.2	# of training days provided to executive branch personnel with USAID assistance	73	9	See note 2
F 1.3	# of Sub-national entities receiving USAID assistance that improve their performance	28	4	

Notes:

1. All indicators not represented in the above tables are year-end performance indicators. Status will be given in the annual report.
2. A workshop can be more than one day. Therefore the number of training days does not equal the number of workshops.

Ist Quarter (October – December) FY 2013 Charts and Tables

Table I: Workshops Participants by Organization

Ministry	HR Functions	Training & Development
Council of Ministries Secretariat(COMSEC)	1	
Ministry of Agriculture	8	4
Ministry of Communications	8	4
Ministry of Finance	10	
Ministry of Health	10	
Ministry of Higher Education	5	
Ministry of Industry and Minerals	7	
Ministry of Municipalities and Public Works	6	
Ministry of Oil	16	
Ministry of Planning	8	6
Babil Governorate Office	12	
Baghdad Governorate Office	6	5
Basrah Governorate Office	10	
Total	107	19

Figure 1: Activities Distribution by Type

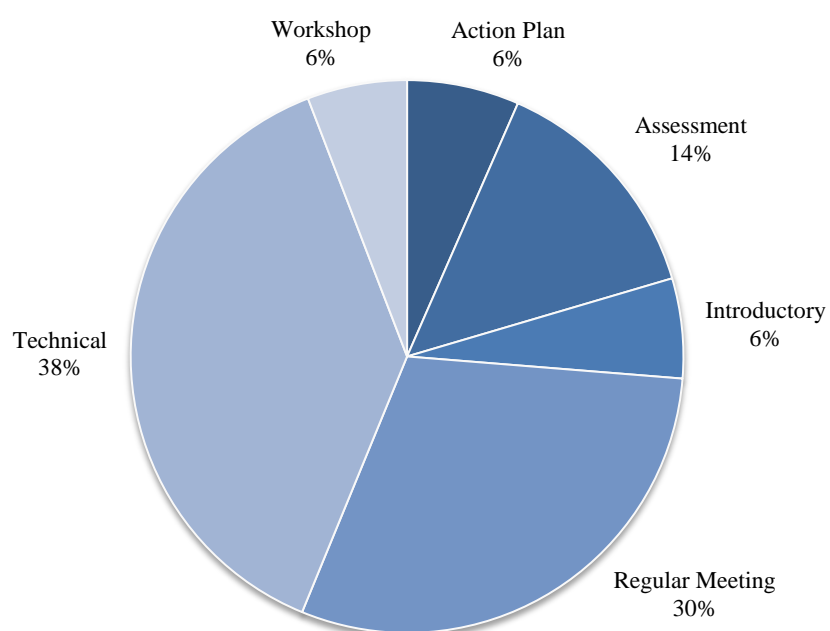


Figure 2: Workshop and Meeting Activities by USAID-Tarabot Hubs

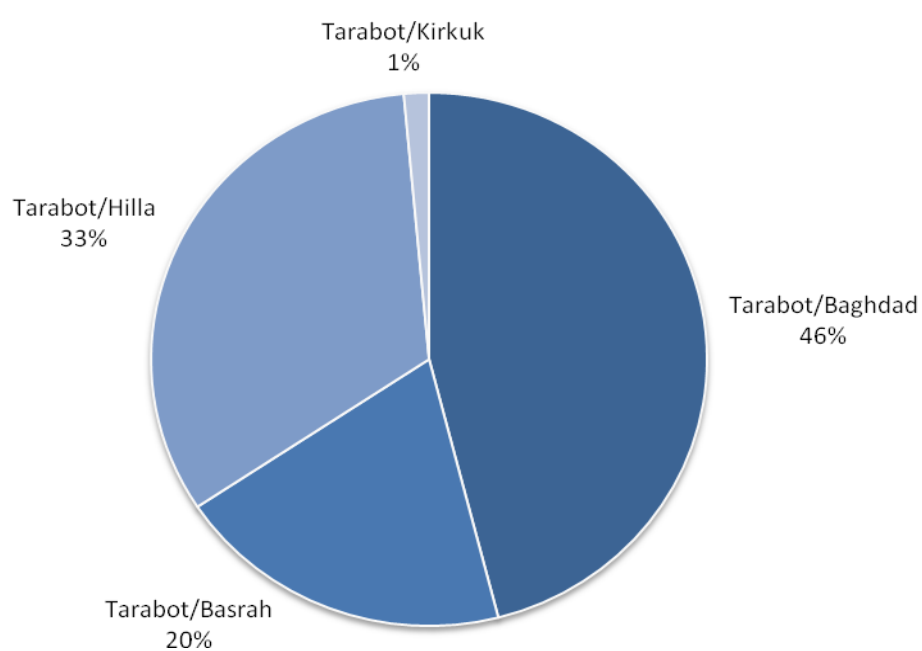
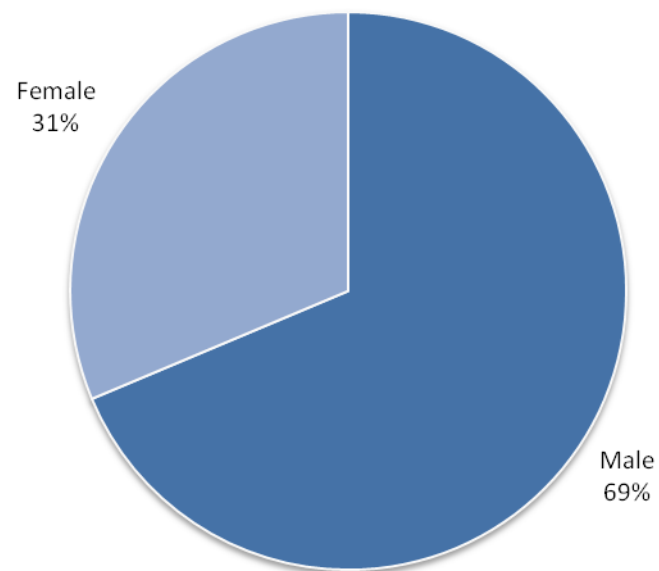


Figure 3: Workshop and Meeting Participants by Gender



COMPONENT 2: NATIONAL POLICY MANAGEMENT

Section One: Highlights

USAID-Tarabot's Iraq Solutions for Regulatory and Administrative Reform (ISRAR) initiative delivered the project's first economic reform package at a conference held under the auspices of the Prime Minister. This is Iraq's first large-scale regulatory reform aimed at stimulating private sector growth and opportunities. The conference was attended by senior government officials, including the Prime Minister's Chief of Staff, members of parliament, ministers, and representatives from the private sector. The reform package is designed to save over \$1 billion for the private sector over the next five years and should dramatically improve the World Bank's ranking of Iraq's business environment.



Shaykh Khalid Al-Attiya, Head of the State Law political bloc in Parliament

Following the conference, the Prime Minister's Chief of Staff introduced the reform package to the Council of Ministers and they agreed to hold a special session to discuss the reforms in detail. The package of 133 reforms is currently pending Cabinet approval. Meanwhile, the ISRAR team is working with the Ministry of Trade's Company Registration Office to fast-track reforms that fall under the authority of ministries, are easily implementable, and do not require parliamentary review. Over the next five years these reforms are expected to save Iraqi businesses over USD \$70 million.

Working with the High Judicial Council, the ISRAR team completed a majority of the customization work required to implement the e-guillotine system, which will be used to coordinate reviews of regulations as part of a comprehensive regulatory reform effort.



USAID Assistant Administrator for Middle East hands graduate a certificate

During a ceremony held at the University of Al-Nahrain on December 1, 2012, 37 policy advisors from the Prime Minister's Office, the Presidency, the National Investment Commission, and the Ministries of Agriculture, Electricity, Industry and Minerals, and Trade, were awarded certificates for the completion of nine months training by the National Policy Management (NPM) team in the Public Policy Making Process. The Chief of Staff of the Prime Minister, and the USAID Assistant Administrator for the Middle East were the keynote speakers.

The policy advisors of the Presidency, Prime Minister, and ministries are employing their new skills in public policy development to draft national policies on education, agriculture, trade, industry, the postal service, youth unemployment, water, immigration, and other economic issues.

The NPM team extended their service to so-called social ministries, this quarter. The ministries of Human Rights, Migration and Displacement, and Environment agreed to receive training in public policy making and establish dedicated policy departments.

The NPM team also expanded their outreach to civil society organizations, executive offices and provincial councils. The team provided public policy making training to the provincial councils of Najaf, Wasit, Maysan, Diwaniyah, Diyala, Babil, and Salah ad Din. It sponsored a roundtable on the role of universities in public policy which included participants from the Prime Minister's Office of

Policy Development, Ministry of Industry and Minerals, universities, NGOs, think-tanks, and media outlets. As part of a series of roundtables on strengthening the policy making capacity of women NGOs, NPM advisors held a roundtable on “Public Policy and the Role of Women in Iraqi Society” with the Minister of State for Women’s Affairs. A new initiative was launched to reach out to NGOs that serve underprivileged and vulnerable people including widows, the poor, the disabled, orphans, and divorcees. Three policy advocacy workshops were delivered to representatives from these NGOs.

Section Two: Next Quarter

ISRAR will expand its methods and scope of work substantially in the next phase of the reform. In the next quarter, support to the government will continue in the form of the implementation of quick reforms in the areas of company registration, construction licensing, and international trade. To expand the reform into other areas, ISRAR will work with the ministries and private sector bodies to assess their needs. It will help the High Judicial Council on activating new IT business services, and the Prime Minister’s Advisory Council to set up a central reform unit, mandated by the Prime Minister. The central reform unit will review a larger set of the regulations holding back private sector growth in Iraq.

On the public policy side, the NPM team will continue to mentor the advisors of the Presidency, Prime Minister and ministries by drafting new national policies and guiding them on the process of policy consultation, including the political mapping of stakeholders, the formulation of alternative options, and the development of recommendations for decision makers.

They will deliver a series of workshops on the policy formulation process for the social ministries, focusing on human rights, environmental, and migration issues, and deliver workshops to policy makers on modern quantitative methods for developing evidence-based policies.

Should the Government of Iraq’s Partnership Committee make available funds, the NPM team will attempt to recruit an international policy expert to conduct training on a policy issue. They will also organize an international conference on the benefits of public policy in democratic government. The NPM team is set to build on the work done this quarter, and to expand its outreach to the provincial councils and NGOs serving women and vulnerable populations.

Section Three: Work Plan Activities and Performance Indicators

1st Quarter (October – December) FY 2013 Work Plan Activities

Work Plan ID	Activity/ Task Name	Progress
Regulatory Reform		
I	Regulatory review	
A	Three comprehensive reform packages submitted to PMO for adoption. Changes to law submitted to Parliament	USAID-Tarabot NPM team delivered a reform package to the PMAC that includes recommendations to improve business registration, building permit, and trading across borders. This reform package was developed with consultation from ministries, parliament committees, private sector, NGOs, institutions, and the World Bank
B	One major stakeholder conference held on reform packages	A conference was conducted on November 26, 2012; held under the auspices of the Prime Minister, and in cooperation with the Al Nahrain University. 140 participants from the public and private sector attended the conference
C	e-Guillotine customized list of specifications designed and delivered for legal registry	USAID-Tarabot NPM team continued to work with the IT experts and lawyers from the High Judicial Council's

		(HJC) Legal Database on the function, design and hosting solutions
D	e-Guillotine licensed to Gol	USAID-Tarabot NPM team delivered the license to the High Judicial Council on November 13, 2012
Office of Policy Development in PMO and Ministries		
2	PM/ Office of Policy Development (OPD)	
A	Technical Assistance (TA) provided to PM advisors in drafting two public policies	USAID-Tarabot NPM team assisted OPD staff at the Prime Ministers' Office in drafting new policies in various fields (i.e. education, economy, agriculture, water, migration, postal)
3	Strengthening of PM/ OPD	
A	Graduation ceremony of PM advisors for completing one year of TA in public policy making	9 policy advisors from the Prime Ministers' Office of Policy Development were awarded certificates for completion of training on Public Policy Making Process in Iraq. The ceremony took place at Al Nahrain University on December 01, 2012
4	Assistance to selected economic ministries in formulating public policies	
A	TA provided to three ministries in drafting each one public policy paper	USAID-Tarabot NPM team provided TA in drafting public policy paper to: <ul style="list-style-type: none"> MoE on energy efficiency MoIM on basics for building M&E system for the Industrial Strategy of Iraq and MoT on facilitation of foreign economic relations
B	Provide TA in economic policy to each three ministries	Tarabot NPM team provided TA in drafting public policy paper to: <ul style="list-style-type: none"> MoE on micro- and macro-economic analyses of the electricity sector of Iraq, with particular focus on the economics of energy efficiency MoIM on economics of industrial policy making based on innovation and improving efficiency perspectives in the industrial sector and MoT on the relationship of foreign trade policies to monetary and other macro-economic variables, related to agro-business and industrial development
C	Graduation ceremony of advisors for completing one year of TA in public policy	19 policy advisors representing 5 ministries (MoA, MoE, MoIM, MoT, and NIC) were awarded certificates for completion of training on Public Policy Making Process in Iraq. The ceremony took place at Al Nahrain University on December 01, 2012
5	Establishment of new policy offices in selected ministries	
A	Three ministries selected	MoEn, MoHR and MoMD agreed to establish policy offices
B	In each of three ministries policy unit ToR developed, staff identified, and responsibilities defined	USAID-Tarabot NPM team developed ToR for MoEn, MoHR and MoMD. ToR distributed and explained to identified staff in these ministries
C	Policy making needs assessment administered	Needs assessment questionnaire circulated and explained to participants from MoEn, MoHR and MoMD during workshops conducted on December 13, 20 and 27, 2012
Office of Policy Development in President of the Republic's Diwan		
6	President's Bureau of Public Policy	
A	Technical Assistance provided to President's advisors in drafting one public policy	USAID-Tarabot NPM team provided TA to the President's advisors on a new national policy "Brain Gain of Iraqi Professors from Abroad"

B	Graduation ceremony of President's advisors for completing year one of TA in public policy making	8 government officials from the President of the Republic's Office were awarded certificates for completion of training on Public Policy Making Process in Iraq. The ceremony took place at Al Nahrain University on December 01, 2012
Policy Communication and Outreach		
7	Policy Communication and Outreach	
A	One day workshop for Iraqi universities on the role of academia in policy making process	Workshop on "University Role in Public Policy" took place on December 19, 2012. 42 participants (18 females and 24 males) attended the workshop representing; Prime Minister Public Policy Office, MoIM, Universities (Baghdad, Al-Nahrain and Diyala), NGOs, research centers and media outlets
B	Provide TA on public policy process to three Provincial Councils (PC)	Two workshops delivered on October 17 and 22, 2012 to 12 participants (7 female) from Diwaniyah, Maysan, Najaf and Wasit PCs discussing public policy process and the role of provinces as stakeholders in public policy process
C	Assist three Provincial Councils in opening policy units	USAID-Tarabot NPM team is currently working with Babil, Diyala and Salah ad Din PC in establishing policy units
D	Two Workshops to NGOs on public policy	Four Workshops on "Public Policy and Women Issues" and "The Role of NGOs in Public Policy Process" delivered to 70 participants (44 female) representing various NGOs (Women, Disadvantage, Widows, Orphans, etc.)
E	Provide TA on Public Policy to NGOs for disadvantaged groups	TA delivered by Tarabot NPM team to 54 participants (26 female) on "The Role of NGOs in Public Policy Process". Representatives from various NGOs (Disadvantaged, Widows, Orphans, Handicaps, etc.) attended these sessions
Public Sector Management Committee on Public Policy		
8	Public Sector Management (PSM) Coordination	
A	Conduct quarterly coordination meeting with PSM and present NPM work plan to PSM Committee	Meeting conducted at the PMAC on December 10, 2012; involving representatives from PMO, DPMO, GoI ministries, UN, USAID and World Bank

1st Quarter (October – December) FY 2013 Performance Indicator Table

Sub-IR 2.1: Economic Enabling Environment Improved				
Indicator #	Indicator Name	FY 2012	Qtr 1 FY2013 (Oct-Dec) 2012	Status
2.1.1	Number of growth-impairing regulatory burdens identified and reduced	N/A	N/A	The identification of 111 growth impairing regulatory burdens was completed. USAID-Tarabot NPM team submitted to the PMO the package with the 133 recommendations. The government has now the task to implement the recommendations to reduce the negative impacts of these growth-impairing regulations; which would generate \$1 billion savings to the Private Sector
2.1.2	Number of institutional staff: public, private, and GoI (PMO) stakeholders instructed on the Iraq Solutions for Regulatory and Administrative Reform (ISRAR)	266	81	Represented 60 Males and 21 Females

Sub-IR 2.2: Mechanisms for National Policy Development Established				
Indicator #	Indicator Name	FY 2012	Qtr 1 FY2013 (Oct-Dec) 2012	Status
2.2.1	Number of policies developed by Office of Policy Development (OPD) at the Prime Minister Office (PMO) and adopted by GoI	N/A	N/A	USAID-Tarabot NPM team is working with the Prime Minister Advisors on drafting policy papers on "Postal Services; Desertification; Groundwater Aquifers; Budget Execution; and Educational Reform"
2.2.2	Number of Office of Policy Development staff at the PMO trained in policy development process	46	17	Represented by 13 Males and 4 Females
2.2.3	Number of public policy offices established and functional	7	3	MoHR, MoEn, and MoMD have established policy units
2.2.4	Number of Ministry staff trained in public policy	203	32	Represented by 18 Males and 14 Females
2.2.5	Number of Provincial Councils and non-official stakeholders informed about their role in public policy process (universities, NGOs, businesses, media, and private sector)	26	7	

USAID Standard Indicators (F-Indicators)				
Indicator #	Indicator Name	FY 2012	Qtr 1 FY2013 (Oct-Dec) 2012	Status
F 2.1	# of USAID-supported public sessions held regarding proposed changes to the country's legal framework	147	15	
F 2.2	# of training days provided to executive branch personnel with USAID assistance	148	15	See note 2

Notes:

1. All indicators not represented in the above tables are year-end performance indicators. Status will be given in the annual report.
2. A workshop can be more than one day. Therefore the number of training days does not equal the number of workshops.

1st Quarter (October – December) FY 2013 Charts and Tables

Table 1: Workshops Participants by Organization

Organization	Public Policy Development	Public Policy Communication And Outreach	Regulatory Reform
Presidency Diwan	24		
President of the Republic Office	6		
President Office	2		
Prime Minister's Advisory Council(PMAC)	4		
Prime Minister's Office	12		
Deputy Prime Minister Office/Service	2		
Ministry of Displacement and Migration	12		
Ministry of Environment	23		
Ministry of Higher Education	2	9	
Ministry of Human Rights	7		
Ministry of Municipalities and Public Works			2
Diwaniya Governorate Office	2		
Najaf Governorate Office	2		
Wasit Governorate Office	3		
Private Sector			2
NGOs	10	22	7
Media		3	
Total	111	34	11

Figure 1: Activities Distribution by Type

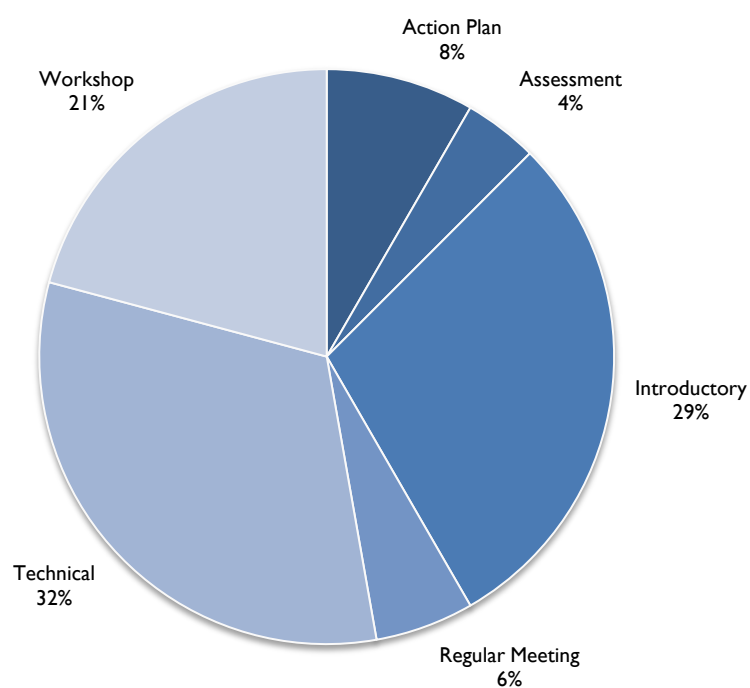


Figure 2: Workshop and Meeting Activities by USAID-Tarabot Hubs

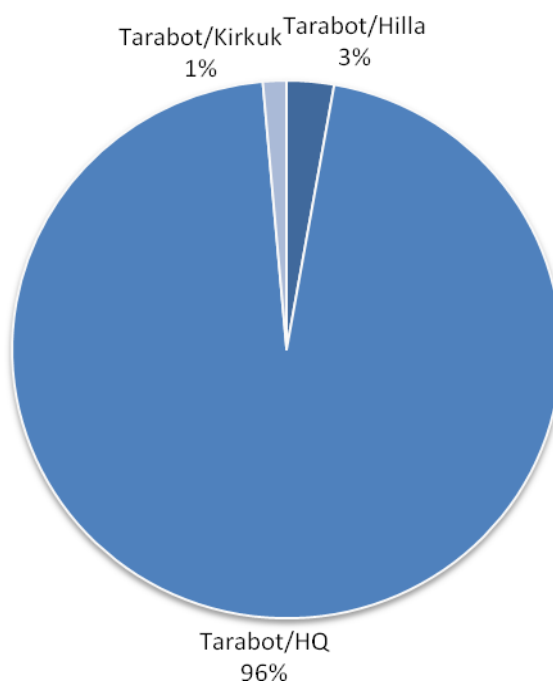
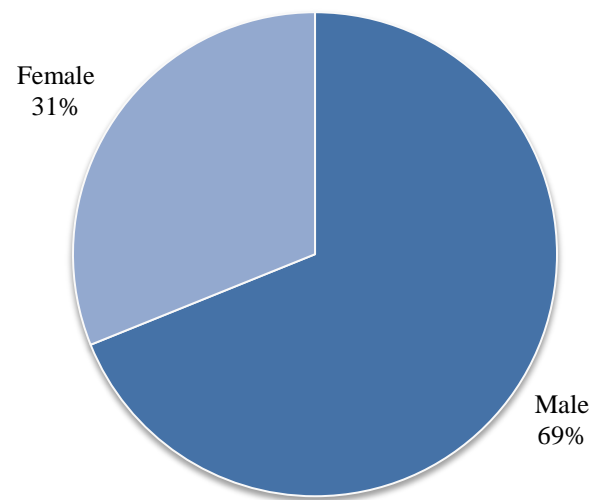


Figure 3: Workshop and Meeting Participants by Gender



COMPONENT 3: ADMINISTRATIVE DECENTRALIZATION

Section One: Highlights

USAID-Tarabot made significant advances this quarter, cementing its relationship with the Government of Iraq (GoI) and furthering a culture of accountability and service effectiveness. Advisory group leaders, embedded staff, and support staff worked together to make this quarter a success for USAID, the GoI, and, most importantly, the Iraqi people.

Early in the quarter, the Administrative Decentralization (AD) component of USAID-Tarabot facilitated the signing of several memoranda of understanding (MoU), between the Governments of Iraq and the US, establishing agreements and representing common goals. In October, the AD component also arranged the signing of a MoU between USAID and the Ministry of Migration and Displaced (MoMD). The agreement pledges USAID-Tarabot assistance in eight service areas: capital projects planning, procurement system reform, public finance management, project management, the Iraq Development Management System, "one stop shop" service centers, organizational development, and decentralization. The MoU also detailed the ministry's cost-share agreement with USAID, a total of USD \$2 million over the lifetime of the project.



MoLSA Cooperation Roadmap signing

Memoranda of Understanding were also signed with the Ministry of Transportation (MoTr), and the Ministry of Municipalities and Public Works (MoMPW), at a Joint Coordination Committee (JCC) meeting in late November.

In addition, a Cooperation Roadmap, comparable in scope with a MoU, was signed between USAID and the Ministry of Labor and Social Affairs. The Deputy Minister and USAID's Acting Mission Director said that the document signaled the importance of the relationship between the two governments, and would help improve conditions for Iraq's most vulnerable citizens.

The AD component also planned and hosted several high-profile conferences and events. The



NDP Conference

highlight was the Second National Development Plan Conference in Erbil from November 11 to 13, hosted in cooperation with the Ministry of Planning and UNDP. Held under the auspices of the Prime Minister, His Excellency Nouri al-Maliki, the conference gathered together high-level delegates to discuss the strategic priorities that will drive Iraq's development over the next five years. The conference employed a participatory approach, with around 450 delegates representing the government, major donor

agencies, the private sector, and civil society. Guests included: seventy-two representatives from the various United Nations entities, delegates from USAID and the European Union, the Deputy Prime Minister for Economics, the Minister of Planning for the Kurdistan Regional Government, the Senior Deputy Minister of Finance, and the Deputy Ministers of Planning, Municipalities & Public Works, Oil, Electricity, Health, and Transportation. During the conference, UNDP, USAID, and the EU

agreed to align their Iraq strategies with the upcoming National Development Plan, helping to solidify Iraq's commitment to sustainable and democratic development.

The Second Quality Conference, held on 3 and 4 December, brought together delegates from the public and private sectors to agree on a strategy for the implementation of quality systems across Iraq. The conference, convened by the Central Organization for Standardization and Quality Control (COSQC), in cooperation with USAID-*Tarabot*, hosted around 400 delegates. Participants discussed the results of 22 research papers intended to identify priorities for developing quality standards and implementing international best practice quality systems. The Chairman of COSQC, highlighted the importance of international quality standards to the performance of the government. The USAID-*Tarabot* quality management advisor presented a framework for a quality system strategy, and delegates participated in four sessions to inform the strategy's development.

The AD component also held a conference to present its services to the Ninawa Government in December. It was attended by over 140 delegates, and provided an opportunity for the USAID-*Tarabot* advisory units to demonstrate the type of support it can offer the Governors' Office and ministerial provincial offices. Deputy Governors, representatives from the Provincial Council, Director Generals from several ministries technical department directors, and NGOs were present. The conference provided an open forum for the provincial stakeholders to discuss their reform needs. Following the conference, the Governorate agreed to begin the decentralization process, with USAID-*Tarabot* support.

Social services, projects planning, and budget processes were refined this quarter. A meeting between USAID, the World Bank and the Ministry of Labor and Social Affairs (MoLSA) was held in Istanbul November 21-23. It was chaired by MoLSA's Deputy Minister and participants included the director of USAID-Iraq's Capacity Building Office, the USAID-*Tarabot* Deputy Chief of Party. Discussions centered on the progress of the activation of the Social Safety Net (SSN) software in the 21 sites across Iraq. The SSN will disburse around US\$500 million to 1.5 million beneficiaries. Preparations for the launch conference began, which is expected to be attended by the Prime Minister. Participants also expressed their commitment to enhancing the social welfare directorates at the 21 SSN sites by converting them into one-stop shops. The new SSN software has already helped eliminate duplication in beneficiary entries, which has saved the Government of Iraq more than \$20 million.

The Procurement Advisory Unit produced many critical impacts on the performance of public procurement this quarter. In November, the Council of Ministers Secretariat agreed to allow the publication of project estimates at the tender stage. This provides a transparent statement of a project's expected worth, and is a vital step to ensuring the pre-qualification of bidders. The Procurement Advisory Unit supported work on a procurement web portal for the Office of Government Public Contracts and Policy (OGPCP) in the Ministry of Planning. Sponsored by the World Bank, an international consultant helped prepare the terms of reference for the software, which will enable government entities to post their procurement opportunities for local and international firms. The Procurement Advisory Unit also conducted sessions with the portal's stakeholder groups, including ministries, governorates and the contractors' union, to ensure that the portal meets their needs. These initiatives will open new doors to the private sector.

The Council of Ministers approved the 2013 federal budget, which includes US\$462 million for investment. The budget informs the operating environment for USAID-*Tarabot*'s objectives, demonstrating the Government of Iraq's commitment to delivering sustainable development.

The AD component also made its first formal contact with the Ministry of Communications to offer its support. On December 18, representatives from all of the Administrative Decentralization Initiatives presented their activities to ministry staff, and will develop a program of support in the coming weeks. After several follow-up meetings with ministry staff, USAID-*Tarabot* advisors started to develop an action plan tailored to the ministry's needs.

Throughout December, AD advisors supported the ministries to make significant progress with respect to obtaining access to cost share funds via the Ministries of Planning and Finance. Several ministries obtained preliminary approval letters from the Ministry of Planning.

Section Two: Next Quarter

USAID-Tarabot is poised to build on its resume of capacity building and reform. Over the next few months, it will continue to work with its counterparts to finalize cost-share agreements, sign memoranda of understanding, and complete on-the-job trainings. USAID-Tarabot advisors will continue to support the Ministry of Planning to draft the final National Development Plan prior to its presentation to the Prime Minister in the first half of 2013.

Project Management advisors will work to create new project management offices within governor's offices and ministerial buildings, and will monitor those already established. The provinces of Diyala and Wasit are the next targets for a project management office. The unit will work with COMSEC to establish a national Project Management system that meets all international standards.

The Service Center Advisory Unit, partnered with an architectural firm, is expected to finalize the design of its "one-stop shops," which will provide accessible services to thousands of disadvantaged and displaced Iraqis.

Section Three: Work Plan Activities and Performance Indicators

1st Quarter (October – December) FY 2013 Work Plan Activities

Work Plan ID	Activity/ Task Name	Progress
I	AD Component-Wide	
I.1	Formalized Partnerships	
A	Conduct four MoU negotiation meetings with counterpart ministries and governors' offices	Negotiation meetings conducted with MoMD, MoMPW, MoLSA and MoO
B	Draft four MoUs for counterpart institutions	Draft MoUs prepared for 16 ministries (MoMPW, MoCH, MoHE, MoLSA, MoJ, MoYS, MoEn, MoC, MoMD, MoHR, MoA, MoST, MoO, MoE, MoIM, MoTr)
C	Carry out MoU signing ceremony	Ceremonies have taken place with MoMD, MoMPW, MoLSA, MoTr, and MoEd
I.2	Formalized Cost Sharing	
A	Draft Cost-Share proposals in collaboration with all Gol counterparts that receive partnership funds	Cost Share proposals prepared for all counterparts receiving funding for 2012
I.3	Public Sector Management (PSM) Coordination	
A	Conduct quarterly coordination and update meeting with PSM and relevant subcommittees: Restructuring Government, National and Provincial Services Delivery, and Public Financial Management Reform	Coordination meeting conducted on September 12, 2012
B	Discuss proposed AD component 2013 work plan activities with PSM committee and ask for feedback	AD Component Work Plan for 2013 introduced and discussed during at the meeting conducted on September 12, 2012

2	Administrative Decentralization Support	
2.1	Facilitate an enabling environment for decentralization	
2.1.1	Build National Support for Administrative Decentralization	
A	Work with Minister of State for Provincial Affairs (MoSPA) and the National Committee for Decentralization to identify legislative requirements for decentralization and prepare technical report on same	A list of legislative requirements for decentralization has been developed by USAID-Tarabot Decentralization Unit engaging both the Public Sector Reform Steering Committee and PMAC in the process
2.2	Assist the government entities to implement administrative decentralization	
2.2.1	Ministry Functions Decentralized	
A	Work with MoMPW, MoEd, MoLSA, and MoEn to create a list of centralized powers that can be transferred or delegated to provincial governors	Draft list completed for MoMPW and MoEn. Work continues with MoEd and MoLSA
B	Carry out and report assessments on needs and opportunities for decentralization in two additional partner ministries	Assessments carried out in MoYS and MoIM. A list of opportunities for decentralization developed for MoYS
2.2.2	Devise Governor's Office (GO) decentralization guidelines	
A	Conduct four awareness-raising workshops for GO counterparts and sponsor discussions about partner ministry roles and responsibilities	Awareness-raising workshops conducted in 13 provinces (Anbar, Babil, Baghdad, Basrah, Dhi Qar, Diwaniyah, Diyala, Karbala, Kirkuk, Maysan, Najaf, Salah ad Din and Wasit)
3	Planning	
3.1	Improve National and Regional Planning System	
3.1.1	NDP Revision	
A	Assist MoP to finalize 16 new NDP sectoral papers	MoP was supported to prepare the suite of 16 sector-specific papers that comprise the National Development Plan for 2013-2017. This Plan is currently being finalized
3.1.2	Iraq National Monitoring System Operationalized	
A	Assist MoP to collect baseline information for 10 more indicators in the INMS, for a total of 60	Support provided to MoP to collect 10 more indicators as per MOP-derived matrix of indicators. Implementation dependent upon MOP cooperation
B	Provide technical support to MoP on the Iraqi National Monitoring System (INMS)	Technical support provided as above. MoP unwilling to allow other entities to access and utilize the system at present
3.1.3	Establish Provincial Projects Steering Committees	
A	Assist to establish project steering committees in one province	No committees were established during this quarter. 5 committees (Babil, Basrah, Diwaniyah, Dhi Qar, and Ninawa) were already established in FY 2012
B	Assist two existing steering committees to convene for initial meetings	USAID-Tarabot Planning Unit is working with Babil Steering Committee to meet on a regular basis
3.2	Enhance Capital Investment Projects Planning and Prioritization	
3.2.1	Ministry Projects Prioritization	
A	Provide technical assistance to two ministries to establish projects selection criteria	TA provided to MoMPW and MoCH
B	Provide technical assistance to two ministries to properly submit their project plans to the MoP	TA provided to MoMPW and MoCH

C	Assist two partner ministries to produce multi-year capital investment plans in line with national and provincial goals	TA provided to MoMPW and MoCH
4	Fiscal Management	
4.1	Enhance the capacity of GoI entities in budgeting and reporting	
4.1.1	Supporting Counterparts Ministry Budget Unit Performance	
A	Review annual budget law and produce a report with recommendations	The annual budget law and CPA Order 95 were reviewed. Suggestions to strengthen the roles and responsibilities for the account and budget offices were outlined. Other areas of reform for introducing performance based budgeting were proposed
B	Produce a report reviewing composition of expenditure out-turn to original approved budget	USAID-Tarabot Fiscal Management team will review budget out-turns once the ministries finalize and submit their final budget
C	Change management proposal developed and presented to five ministries	USAID-Tarabot Fiscal Management team has submitted work plans and suggestions for improving performance through the introduction of Performance Budgeting, developing medium term budget planning etc. USAID-Tarabot Fiscal Management team is undertaking hands-on surveys as a precursor for developing standard operating procedures for budget formulation and execution
4.1.2	Preparing indicative medium term budget framework for participating ministries	
A	Workshop(s) on Medium Term Expenditure forecasting	USAID-Tarabot Fiscal Management team is planning to conduct the workshops in March 2013. Manuals on Medium Term Budget Frameworks and Program Budgeting have been produced; and are currently being translated into Arabic
B	Workshop(s) on linking budgets to the national strategy	USAID-Tarabot Fiscal Management team is planning to conduct the workshops in March 2013. Manuals on Medium Term Budget Frameworks and Program Budgeting have been produced; and are currently being translated into Arabic
C	Workshop(s) on performance measures in the MTBF (Medium Term Budget Framework)	USAID-Tarabot Fiscal Management team is planning to conduct the workshops in March 2013. Manuals on Medium Term Budget Frameworks and Program Budgeting have been produced; and are currently being translated into Arabic
4.1.3	Supporting counterpart ministries cash flow estimates	
A	Gap analysis of Line Ministry Cash Forecasting (budget out-turns vs. actual)	USAID-Tarabot Fiscal Management team is undertaking hands-on surveys with MoH, MoTr, MoIM, MoCH. Deficiencies are being outlined. Materials are being prepared to assist in the development of more effective cash flow planning
B	Report on the review of alignment to procurement plans	USAID-Tarabot Fiscal Management team is undertaking hands-on surveys with MoH, MoTr, MoIM, MoCH. Deficiencies are being outlined. Materials are being prepared to assist in the development of more effective cash flow planning
4.1.4	Supporting the strengthening of reporting formats and processes	
A	Prepare and publish gap analysis review program / Project financial assessment and reporting criteria	USAID-Tarabot Fiscal Management team is undertaking hands-on surveys with MoH, MoTr, MoIM, MoCH. Deficiencies are being outlined. Materials are being prepared to assist in the development of more effective cash flow planning
5	Project Management	
5.1	Assist to Improve the National Capital Investment Project Management System in Iraq	
5.1.1	Support the Iraqi national capital investment project management program	
A	Develop a proposal for a government-wide system for Project Management (PM) based on internationally-recognized practices	USAID-Tarabot Project Management unit has developed a Project Management Office (PMO) Proposal and Work Plan. Work continues with the MoP and COMSEC to establish a nationwide project management system according to the International PMI system
5.2	Improve capital investment projects management at the ministerial and provincial levels	
5.2.1	Enhance the project management capacity of ministry counterparts	

A	Provide targeted technical assistance and capacity building in highly technical PM fields (includes risk management, earned value management, estimations, feasibility studies, and the usage of MS Project) for four counterpart ministries	TA and capacity building continues for targeted ministries. Work Plans developed for this purpose identifying important milestones
5.2.2	Enhance the project management capacity of provincial counterparts	
A	Provide targeted technical assistance and capacity building in highly technical PM fields (includes risk management, earned value management, estimations, feasibility studies, and the usage of MS Project) for four counterpart provinces	TA and capacity building continues for targeted provinces. Work Plans developed for this purpose identifying important milestones
6	Procurement	
6.1	Enhance Iraq's national public procurement system	
6.1.1	Improve national procurement system	
A	ToR for public procurement portal finalized	USAID-Tarabot Procurement team developed and finalized ToR for the Public Procurement Portal in collaboration with the World Bank, which took responsibility for selecting and contracting a consultant to take the Portal to the next step.
6.1.2	Price surveys and processing of cost (price) information for procurement of goods and services	
A	Five Workshops include, but not limited to the following non-exclusive list: 1) Price Surveys, Documentation, and Utilizing a Database 2) Basics of Costing Goods and Services 3) Reviewing and Evaluating Price Survey Forms	Price Surveys not yet started. Scheduled for commencement in Qtr2 FY 2013
6.2	Improve procurement processes at the ministerial and provincial levels	
6.2.1	Assist procurement planning	
A	Develop annual procurement plans (2013) for six counterparts including ministries, provincial governorates, and universities	Procurement Plans developed and submitted to MOP for 4 ministries, 10 GOs and 1 University
6.2.2	Implement standard bidding documents	
A	MoP to mandate use of Standard Bidding Documents and their issue	Some GoI entities have implemented Standard Bidding Documents to their projects. USAID-Tarabot is working with the MoP to issue an official letter
6.2.3	Improve procurement records management system	
A	No Activities this Quarter	No Activities this Quarter
6.2.4	Develop procurement performance indicators and reporting system	
A	Assist the GoI to develop procurement performance indicators to be used to monitor and improve procurement implementation in six counterpart GoI entities	GOs of Anbar, Babil and Ninawa began using procurement performance indicators to monitor and improve procurement implementation
7	Iraq Development Management System (IDMS)	
7.1	Automate Government Capital Investment Management and Monitoring in Iraq	
7.1.1	Operationalize the IDMS at the MoP	
A	Identify obstacles facing the implementation of IDMS and present report to MoP	USAID-Tarabot continues working with the MoP in identifying and solving the obstacles in IDMS
7.2	Operationalize the IDMS System	
7.2.1	Operationalize the IDMS in GoI entities	

A	Coach Gol entities to utilize the IDMS	USAID-Tarabot IDMS team continued working with targeted ministries and Gol entities in uploading their 2013 capital investment portfolio
B	Provide technical assistance for Gol entities to install the online and offline versions of the IDMS	USAID-Tarabot IDMS team continued working with targeted ministries and Gol entities in updating the system as new features are added by MoP
8	Public Accountability	
8.1	Assist National Service Quality Initiative	
8.1.1	Compile comprehensive list of Gol services	
A	Publish report on services delivered by Gol entities to Iraqi citizens and establish database of those services	A report will be developed once the audits for targeted services are completed
8.2	Assist to Improve Delivery of Public Services to Iraq's Citizens	
8.2.1	Assess service effectiveness in three ministries	
A	Develop draft service users' perceptions measurement tool (comprising a survey and associated methodology) and agree ToR with two services for piloting	Public Sector Customer Satisfaction Survey Questionnaires are being prepared for MoH (Baghdad) and MoYS (Dhi Qar). Both ministries have verbally approved implementation of this survey
8.2.2	Strengthen processes for ensuring public sector accountability and integrate with effectiveness measurement	
A	Disseminate materials to four Gol partners involved in accountable service improvement	Materials disseminated through workshops delivered to provincial ministries directorates for MoYS and MoA in Dhi Qar on October 09 - 10, 2012 and October 17 - 18, 2012 respectively
B	Publish report on linkages between accountability and service effectiveness regarding citizen responsiveness	Findings report will be published once customer satisfaction surveys are completed
9	Organizational Development	
9.1	Strengthen Organizational Development Capacity at National Level	
9.1.1	Promote the creation of a national system to support excellence in government	
A	Develop draft concept note for the creation of an Iraqi Center for Excellence in Government (ICEG) for the High Committee for Administrative Decentralization	Concept paper developed and delivered to the High Public Reform Steering Committee and the Public Sector Modernization Committee on December 10, 2012
9.2	Strengthen Organizational Development Capacity in Iraqi Public Organizations	
9.2.1	Promote institutionalization of organizational development (OD) functions	
A	Support the existing OD unit within MoMD	A work plan is being developed to support the existing OD unit within MoMD
9.2.2	Facilitate organizational development (OD) in Gol entities	
A	Support self-assessments with five organizations	Completed for MoCH, MoTr, MoMPW, Foundation of Technical Education/ MoHE, and the General Company for Ports of Iraq
10	Process Development	
10.1	Facilitate an enabling environment for process development improvement	
10.1.1	Dissemination the concepts and best practices for process development	
A	No Activities this Quarter	No Activities this Quarter
10.2	Knowledge Transfer to Gol employees	
10.2.1	Capacity building on SOPs documentation and Process Mapping	
A	No Activities this Quarter	No Activities this Quarter
10.3	Business Process Documentation and standardization	
10.3.1	Develop AS-IS business process manual (process standardization)	
A	No Activities this Quarter	No Activities this Quarter
10.4	Service Process Improvement of key Gol public services	
10.4.1	Improve service processes	
A	No Activities this Quarter	No Activities this Quarter
11	Quality Management	

11.1	Build National GoI Level Quality Management Awareness	
11.1.1	Raise awareness of quality standards in Iraq	
A	Conduct National Quality Awareness Conference	USAID-Tarabot and COSQC co-hosted the Second National Conference on Quality Management on December 03, 2012. Attended by over 300 delegates, the conference introduced a new vision of quality management
11.2	Improve the Quality Management Systems of GoI Entities	
11.2.1	International quality standards compliance	
A	No Activities this Quarter	No Activities this Quarter
11.2.2	ISO certification	
A	No Activities this Quarter	No Activities this Quarter
11.2.3	Facilitate quality management organizational improvements in partner GoI entities	
A	Assess two GoI entities' existing quality systems and viability of a quality unit within their structure	Assessments implemented for MoCH and MoST
B	Present general Quality Management Unit proposal to existing interested GoI entity	Proposal submitted to COMSEC on October 07, 2012 and Diyala GO on October 23, 2012. Diyala Governor approved the establishment of a Quality Management Unit
12	"One-Stop Shop" Service Centers	
12.1	Improve the Facilities and Systems of Key GoI Public Services	
12.1.1	Finalize design of model "One-Stop Shop" Service Center	
A	Carry out two meetings to explain the "One-Stop Shop" service center design to two ministries	Conducted on October 14, 2012 for MoMPW and on November 29, 2012 for MoMD
12.1.2	Develop and support "One-Stop Shop" Media Campaign	
A	No Activities this Quarter	No Activities this Quarter
12.1.3	Select and improve "One-Stop Shop" services	
A	Complete a draft report on mapping and analysis of service processes for one partner ministry	USAID-Tarabot Service Center Advisory Unit conducted a workshop on November 26 - 29, 2012 with MoMD to initiate mapping and analysis of service processes
B	Re-engineer selected service processes for one Service Center	A workshop was conducted on December 16 - 20, 2012 for MoMD to reengineer selected service processes for one Service Center
12.1.4	Automate "One-Stop Shop" services	
A	Provide TA to assist partner GoI entities to develop software based on requirements derived from their ToR	USAID-Tarabot Service Center Advisory Unit conducted a workshop on November 13 - 14, 2012 with MoMPW to develop and update the ToR; to automate the reengineering services for Directorate of Municipality
13	Education Capacity-Building Initiative	
13.1	Ministry of Education staff develop skills in core areas of public administration	
13.1.1	Financial Management and Budgeting	

A	Conduct two training courses	Two competency level workshops conducted in Wasit on October 07, 2012 (20 participants) and Basrah on December 02, 2012 (20 participants) One advance level workshop conducted in Karbala on November 04, 2012 (14 participants)
13.1.2	Leadership and Communication	
A	Conduct two training courses	6 competency level workshops conducted in: <ul style="list-style-type: none"> Anbar on December 02, 2012 (23 participants) Baghdad on October 21, 2012 (13 participants) and November 18, 2012 (24 participants) Basrah on November 04, 2012 (22 participants) Karbala on December 16, 2012 (18 participants) and Najaf on October 07, 2012 (18 participants)
13.1.3	Project Management	
A	Conduct one training course	Two competency level workshops conducted in Babil and Baghdad on December 02, 2012 (9 participants) and October 01, 2012 (14 participants) respectively 4 advance level workshops conducted in Babil on December 09, 2012 (9 participants) and Baghdad on October 07, 2012 (14 participants); November 11, 2012 (15 participants); and December 16, 2012 (11 participants)
13.1.4	IT Management	
A	Conduct two training courses	Two competency level workshops conducted in Baghdad on October 8, 2012 (13 participants) and November 05, 2012 (12 participants) Three advance level workshops conducted in Baghdad on October 15, 2012 (11 participants); November 19, 2012 (10 participants) and December 17, 2012 (10 participants)
13.1.5	Procurement	
A	Conduct one training course	One competency level workshop conducted in Anbar on November 18, 2012 (22 participants)
13.1.6	Special Workshops / Focus Groups including initiation of Training of Trainer (ToT) level	
A	Conduct one special workshop / focus group	Conducted in Baghdad on December 23, 2012 (6 participants)

1st Quarter (October - December) FY 2013 Performance Indicator Table

Sub-IR 3.1: Administrative Regulations for Decentralization Implemented				
Indicator #	Indicator Name	FY 2012 Ending Totals	Qtr I FY 2013 (Oct-Dec) 2012	Status
3.1.1	Number of regulations and administrative orders supporting de-concentration of central ministries activities to Directorates	1	1	MoEd de-concentrated some authorities within the 2013 Federal Budget to the provincial ministries directorates. These authorities are related to contracting
3.1.2	Number of regulations and administrative orders supporting de-concentration from central ministries to Governor Offices (GOs)	0	0	To ensure the above authorities are implemented, Babil GO had established an operation office in Babil Education Directorate

Sub-IR 3.2: Provincial Resource Management for Service Delivery Strengthened				
Indicator #	Indicator Name	FY 2012 Ending Totals	Qtr I FY 2013 (Oct-Dec) 2012	Status
3.2.1	Number of ministries initiating improved organizational structure change	5	1	MoJ: The Building Unit was renamed to PM Unit in the Justice Planning Department
3.2.2	Number of line ministries with business process systems reengineered	3	1	MoMD had reengineered processes for citizen complaints, registering Syrian refugees, and displaced citizens
3.2.3	Number of Gol counterparts working towards establishing internal quality management units	0	1	Diyala GO is establishing a Quality Management Unit
3.2.4	Number of Gol entities utilizing the IDMS to manage and monitor their capital portfolio	8	4	MoO, MoE, MoCu and MoST are uploading data for 2013 projects to the IDMS
3.2.5	Number of Gol entities that are using the INMS in monitoring National Development Plan (NDP)	1	0	The MoP has not authorized other Gol entities to use the INMS yet
3.2.6	Number of one-stop-shop service centers implemented	N/A	0	No service centers are yet operational. Service Centers in 5 ministries (MoHEd, MoMPW, MoLSA, MoJ, and MoMD) are planned by USAID-Tarabot. Land/sites secured for 2 ministries with permission obtained for sites in 1 more
3.2.9	Number of Gol entities that have improved procurement processes or systems	18	5	Ministries: MoEd and MoHE. Provinces: Basrah, Diwaniyah and Najaf

3.2.10	Number of Provincial Education Directorates staff trained in 5 core areas of Public Administration	88	157	Directorate of Education staff from Anbar, Babil, Basrah , Karbala, Najaf and Wasit
3.2.11	Number of Ministry of Education graduates from Training of Trainer (ToT) level Course	N/A	N/A	ToT level training is expected to start in March 2013
3.2.12	Number of Ministry of Education graduates from Master Trainer level Course	N/A	N/A	Master Trainer level expected to start in August 2013

USAID Standard Indicators (F-Indicators)				
Indicator #	Indicator Name	FY 2012 Ending Totals	Qtr I FY 2013 (Oct-Dec) 2012	Status
F 3.1	# of training days provided to executive branch personnel with USAID assistance	1,145	366	See note 3
F 3.2	# of Sub-national entities receiving USAID assistance that improve their performance	216	129	
F 3.3	# of administrators/ officials trained with USAID support	312	270	See note 2

Notes:

1. All indicators not represented in the above tables are year-end performance indicators. Status will be given in the annual report.
2. A workshop can be more than one day. Therefore the number of training days does not equal the number of workshops.

Table 1: Workshop Participants by Organization

Organization	Decentralization Procedure	IDMS	Organizational Development	Planning	Procurement	Project Management	Public Accountability	Quality Management System	Service Centers Improvement
Council of Ministries Secretariat(COMSEC)								76	
Ministry of Displacement and Migration					4				22
Ministry of Agriculture		2		12	9	7	20		
Ministry of Communications				6		2			
Ministry of Construction and Housing		12	20	17	28	3		20	
Ministry of Culture					12	12			
Ministry of Education	2	3	22	4	10	11		40	
Ministry of Electricity				3	23	11			
Ministry of Environment	18	5		1	21	8			
Ministry of Finance					1				
Ministry of Health	2	5		3		26			
Ministry of Higher Education			77	4	2	4			
Ministry of Human Rights			6		4				
Ministry of Industry and Minerals	58			14	26	69			
Ministry of Interior					1				
Ministry of Justice					10	3			
Ministry of Labor and Social Affairs		7			10				
Ministry of Municipalities and Public Works	7	9	14	36	28	32			16
Ministry of Planning		24	14	5		2			
Ministry of Science & Technology		7			1	17			
Ministry of Tourism and Antiquities					9				
Ministry of Trade		2	1			6			
Ministry of Transport		20	46		10	15			
Ministry of Water Resources		13		4		2			
Ministry of Youth and Sports	220					10	12		
Anbar Governorate Office					7	7			
Babil Governorate Office				2	1	22			
Baghdad Governorate Office					1				
Basrah Governorate Office				2	24				
Dhi-Qar Governorate Office					10				
Diwaniya Governorate Office	6			2	1	1			
Diyala Governorate Office					2	12			
Karbala Governorate Office					14	4			
Maysan Governorate Office					1				
Muthanna Governorate Office				1	15				
Najaf Governorate Office					3	8			
Ninawa Governorate Office						14			
Salah Ad Din Governorate Office					2	5			

Organization	Decentralization Procedure	IDMS	Organizational Development	Planning	Procurement	Project Management	Public Accountability	Quality Management System	Service Centers Improvement
Wasit Governorate Office					1	13			
Babil Provincial Council				2					
Diwaniya Provincial Council	3			1					
Muthanna Province Council				1					
Wasit Provincial Council						4			
Total	316	109	200	120	291	330	32	136	38

Figure 1: Activities Distribution by Type

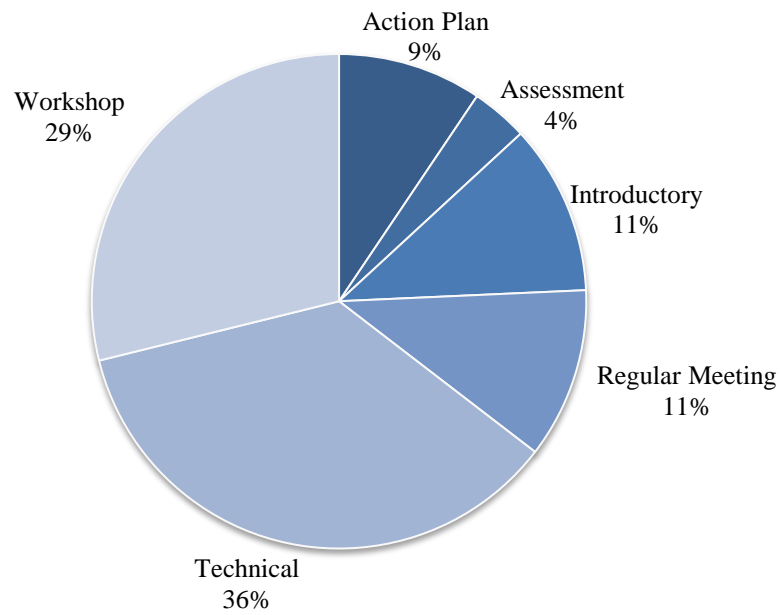


Figure 2: Workshop and Meeting Activities by USAID-Tarabot Hubs

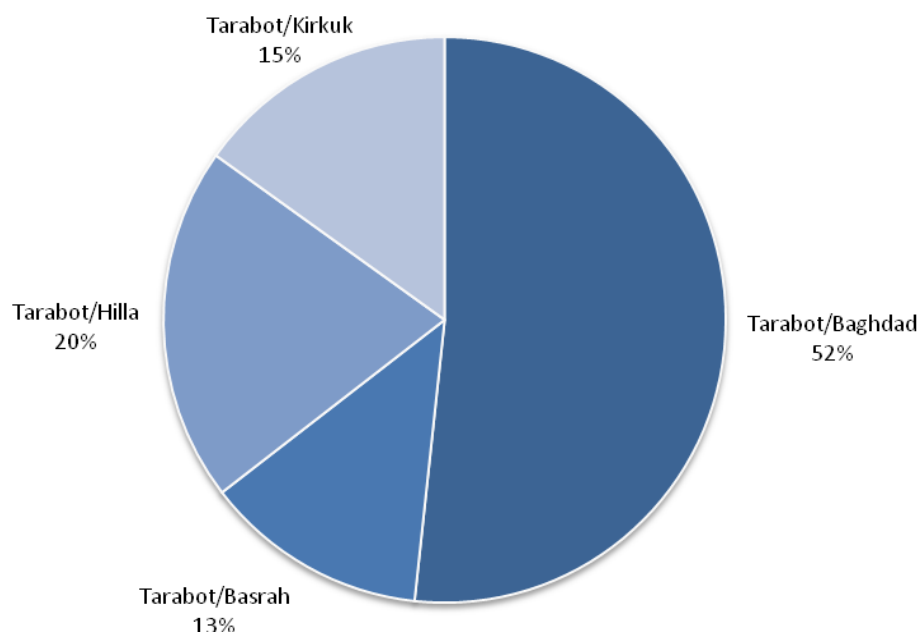
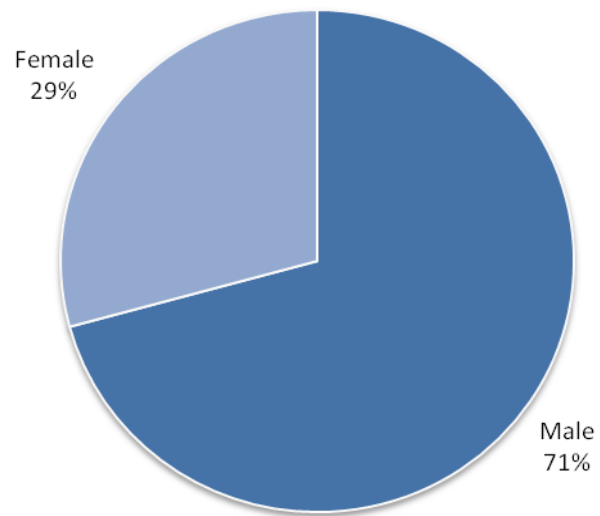


Figure 3: Workshop and Meeting Participants by Gender



PROJECT ADMINISTRATION

Travel and Security

For a period of several days, staff were unable to take any trips in armored vehicles due to a delay in obtaining the required Ministry of Interior movement authorization.

Compound Offices & Housing

Two new conference rooms were recently constructed which have greatly alleviated the pressure on spaces dedicated for meetings and trainings.

Staffing and Deployment

The project has a staff of 31 expatriate and 249 local personnel, as of December 31, 2012.